



Workplace Satisfaction Project Emotional Intelligence Tools

In a 2020 NPS survey, 94% of respondents stated that of all the skills they could see improved in the NPS workforce, they wanted to see better 'emotional intelligence' from leaders and from each other. That's a pretty significant mandate. So what is it?

Generally, it involves three skills: emotional awareness, or the ability to identify and name one's own emotions; the ability to harness those emotions and apply them to tasks like thinking and problem solving; and the ability to manage emotions, which includes both regulating one's own emotions when necessary and helping others to do the same.

Why is this important in the workplace? Because it means having the skills to meet the various fundamentally-human needs of the people with whom you work. Emotionally intelligent employees know how to connect with others meaningfully; they understand and fulfill the expectations of others; they have the empathy to know when, where, and how to have an impact on their employees, peers, and managers. It's not about being touchy-feely or 'soft': it's about having strong interpersonal relationships, and relying on those relationships to get good work done.

Emotional intelligence is a critical component of leadership, and like leadership itself, is not a quality that some people are born with and others aren't. Emotional intelligence skills can and should be learned, and practiced, by employees at all levels.

- **Self-Awareness** – People with high emotional intelligence are usually very self-aware. They understand their emotions, and because of this, they don't let their feelings rule them. They're confident – because they trust their intuition and don't let their emotions get out of control. They're also willing to take an honest look at themselves. They know their strengths and weaknesses, and they work on these areas so they can perform better.
- **Self-Regulation** – This is the ability to control emotions and impulses. People who self-regulate typically don't allow themselves to become angry or jealous, and they don't make impulsive, careless decisions. They think before they act. Characteristics of self-regulation are thoughtfulness, consistency, comfort with change, integrity, and the ability to say no.
- **Empathy** – Empathy is the ability to identify with and understand the wants, needs, and viewpoints of those around you. People with empathy are good at recognizing the feelings of others, even when those feelings may not be obvious. As a result, empathetic people are usually excellent at managing relationships, listening, and relating to others. They avoid stereotyping and judging too quickly, and they live their lives in a very open, honest way.
- **Social Skills** – It's usually easy to talk to and like people with good social skills, another sign of high emotional intelligence. Those with strong social skills are typically team players. Rather than focus on their own success first, they help others develop and shine. They can manage disputes, are excellent communicators, and are masters at building and maintaining relationships.*
- Regular supervisory check-ins with employees demonstrates emotional intelligence, in that it maintains open and healthy lines of communication and care. In person is best, but call, text, or email is better than not at all.
- Giving others your full, undivided attention is an important social skill. Remember that the most valuable gift employees can give is their time and attention, and it should be given with full commitment.
 - o Put away distractions, silence phones, look people in the eye.

- Sincerity, authenticity, and warmth are demonstrable signs of empathy.
 - Be the best version of who you really are.
 - Don't try to project yourself as something you're not.
- Kindness and respect are important social skills.
 - Don't let a professional disagreement about means or method fool you into believing the other party cares less than you do.
 - Make sure that you are showing people respect in all communication dimensions: your words, your actions, your attention, the way you talk about them when they aren't there.
- Vulnerability
 - Sharing more of yourself – appropriately – with others generates more authentic, and therefore stronger, connections with them.
 - It is not a sign of weakness to be open and genuine!
- Showing appreciation in a timely and regular manner is an important social skill.
- Honesty is a key emotional intelligence skill. All human relationships are built on trust; demonstrated honesty will build trust, usually slowly but consistently, while demonstrated dishonesty will destroy trust, usually very rapidly.
- Practicing collaboration and conflict management skills allows you to demonstrate your emotional intelligence to others, thereby building trust, and will also positively model emotional intelligence skills for them to learn and adopt.
- 'Integrity' is the consistent demonstration of the emotional intelligence skills of self-awareness and self-regulation. It is a highly prized attribute in a dedicated, committed workforce like ours.
- Helping to make work fun and rewarding for others is an advanced social skill that all managers should possess.

*From "Emotional Intelligence", Goleman, 1995